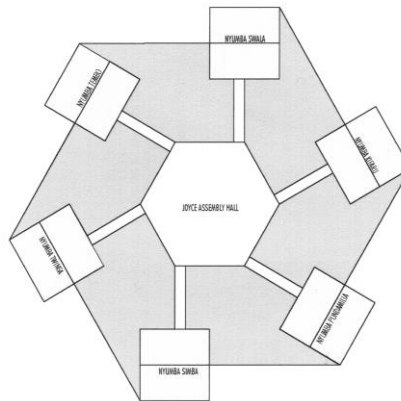

CHILDREN'S VILLAGE MBINGU
TANZANIA
POLICY AND STRATEGY
OF A PARTNERSHIP PROGRAMME
2021 – 2021



Diocesan Congregation of the Franciscan Sisters of Charity (FSC)
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OSF Mbingu

And

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...The child, for the full and harmonious development of his or her personality, should grow up in a family environment, in an atmosphere of happiness, love and understanding..."

United Nations Convention on the Rights of the Child (UNCRC)

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1 Introduction

The General Assembly of the Association Children's Village Mbingu (ACVM) decided 2009 to propose to its partner the Diocesan Congregation of the Franciscan Sisters of Charity of St. Francis (FSC) to elaborate in common a partnership concept and agreement for the Children's Village Mbingu (Mbinguvillage). These discussions resulted in establishing a mission to Mbingu of two members of the board of ACVM, Albert Villiger and Josef Imfeld supported by Fr August Mullis in order to negotiate the Partnership Programme 2010 to 2015 (*changes should be preceded and prepared for by phases, so that they become foreseeable*).

In 2015, at the end of the first period, what have been the results of this Partnership Programme, what has been implemented?

Quality assessments by the regional social department have declared Mbingu Children's Village as a model for social care of orphans. This is due to high quality standards of leading the daily operation by Sr Anatholia Mgubike and the structured list below of implementations. Within this period the number of children has nearly double up to 48 in the village who are under the protection of 12 mothers, and additionally 39 children receive survival aid and medical treatment in the section of External Care (see below).

During this period major goals have been achieved as mentioned as follows:

Mbinguvillage

1. The construction of the planned elements of the village i.e. houses for children and housemothers as well as a house for volunteers have been completed inclusive a big store and covered laundry.
2. The implementation of a system of housemothers and members of the congregation to be responsible for their house and inhabitants.
3. An independent water system (solar pump, large water tanks on towers).
4. An independent solar light system beside normal electric light.
5. Solar heaters on two houses warm water supply.
6. A minibus for means of transport for the children and for goods.
7. Self-reliance projects have been implemented: chicken, cows, goats, maize, banana, vegetables, food oil production by sunflowers, peanuts.
8. To make the village as a nice place to live, statues of animals have been placed within the compound.

Organisational structure in Mbinguvillage

9. Implementation of a financial system of the global budget divided in 5 accounts which should operate independently and - if possible - with no transfer in-between:
(I) general household, (II) social funds for employees, (III) external child care
(IV) transport, (V) construction and renovation

External Child Care

10. The External Child Care as an organisation to secure aid of orphans outside of Mbinguvillage has successfully started and operates as a significant network with organisations who share the same targets as well as the cooperation with local residents like the Children's Home Ukwama in Mahenge.

Long running financial support concept

11. A stable financial support system for Mbinguvillage has been decided by the ACVM to cover the base of the household for an unlimited period. The budget is planned over 5 years as 20% of the existing funds are transferred on quarterly basis per year.

2 Context

2.1 Tanzania in the 21st century (source SDC)

Tanzania enjoys political stability and is moving cautiously towards the building of a modern state.

- Tanzania continues to enjoy peace and stability and boasts a unified people with few instances of civil unrest.
- Tanzania is a relatively young democracy, with peaceful multi-party elections having taken place every five years since 1995.
- In spite of progress towards democratisation, there are continuing weaknesses in domestic accountability.

Tanzania has a good macro-economic track record that allows steady economic growth but is still struggling to develop a viable and outcome-oriented public sector.

- Tanzania is a good development performer amongst low-income countries with a national commitment to poverty reduction, although it is heavily aid dependent; (46% of its national budget is funded with aid).
- Tanzania has demonstrated before the crisis of 2008 strong economic growth (between 5-7% per annum) and macro-economic stability, with inflation under control (7% in early 2007).
- The Government of Tanzania is taking tangible steps towards improving financial management, implementing a transparent budget process and strengthening its monitoring system.
- The public sector continues to be vulnerable, with an insufficient human resource base, limited local capacity and weak management capacity.

The harmonisation context

The broad development agenda of Tanzania is aimed at the achievement of the Millennium Development Goals, through the implementation of the Tanzanian Strategy for Growth and Reduction of Poverty (MKUKUTA) developed in 2005. Resources are allocated by both the Government of Tanzania and its Development Partners, through the Joint Assistance Strategy for Tanzania, in order to finance in a coordinated manner the development priorities set in MKUKUTA. While continuing to support access to social services, MKUKUTA, Tanzania's second generation Poverty Reduction Strategy, puts more emphasis than its predecessor on the general economic growth of Tanzania and has also conveyed the need for enhanced support to the development of the private sector.

2.2 Child development in Tanzania (Source: Ministry of Community Development, Gender and Children)

Despite efforts made to improve health services and household food security, many children in the country are still prone to disease and malnutrition, which means that they do not grow physically and mentally as they should.

Furthermore, parents and guardians have been left to promote the moral development of their children on their own, mainly because of the breakdown of the system of communal responsibility for child care. As a result, there is no common direction but rather each parent or guardian brings up children in the way she/he sees fit. In addition, institutions which, in the past, cooperated closely with parents and guardians in bringing up their children are not given sufficient support.

Child development is also affected by gender biased customs and traditions. In addition, children themselves are blindly adopting corrupt foreign behaviours because of the lack of a system to control these behaviours and global influence.

The moral development of the child is also affected by family conflict, use abusive language by parents, marriage breakdown, adult involvement in harming children (defilement, harassment,

abuse, rape etc.) especially the girl child, overcrowding in homes which entails parents and children living in the same room, or some children sleeping in neighbouring houses and parents having no time to pay attention to bringing them up.

The spiritual development of a child, which is the responsibility of parents and religious leaders, is affected by the problem that their teachings do not match with their behaviour. Sometimes children are taught without taking into account their level of understanding in relation to their age.

2.3 New-borns at great risk

New-borns are left at great risk of dying when a mother doesn't survive after giving birth. If the children are not just placed temporarily in a safe place like Mbingu village to get a start in life, followed by the support of the External Child Care programme, they can return to their villages and their relatives when they are about 6 years old.

The mothers die from bleeding, infection, high blood pressure, extended labour and botched abortions - problems that can be treated or prevented with basic obstetrical care. But in Tanzania, which has neither the worst nor best medical care in Africa, but is similar to many poor countries, everything is in short supply: doctors, nurses, drugs, equipment, ambulances and paved roads. Many women get to the hospital when it is too late for treatment to save them.

The Children's Village in Mbingu is a small, apparently successful attempt to cope with the aftermath of more than a quarter-million deaths of women each year in pregnancy or childbirth in Africa. Their babies may be saved, but their survival hangs in the balance. Often, the father or other remaining relatives cannot take care of newborns. Without breast milk, infants here are in real trouble. Formula and baby food is not widely available, and cow's milk is a poor substitute. Malnutrition and infection are constant threats. An institution can provide basic needs, but to thrive, babies need dedicated caregivers, and their extended families may live in distant villages.

2.4 The governmental policies in child survival and child protection

(Source: Ministry of Community Development, Gender and Children)

MEASURES FOR PROMOTING CHILD SURVIVAL

- To strengthen primary health care services, so as to enable children and expectant mothers to be immunized at the right time, have medical check-ups and receive treatment when necessary as well as other essential medical services.
- To mobilize and educate children, parents, guardians and the community in general on the relationship between diseases, environmental sanitation and dirty water and provide general health education as well as on how to protect oneself from diseases, especially HIV/AIDS.
- To mobilize and educate children, parents and the community on good nutrition, adequacy of food intake and preparation of various types of food.
- To increase the production, preservation and proper utilisation of food crops and increase production of cash crops.
- To encourage and educate parents and community on breastfeeding and appropriate weaning foods for children under five.
- To ensure provision of essential nutrients for children and pregnant mothers in areas where there is a shortage of foods with these nutrients.
- To educate communities on a fair household division of labour and use of appropriate technology in order to save women's labour and time, particularly pregnant mothers, and facilitate access to basic services.
- To educate and mobilize communities to construct and utilize improved latrines and on environmental sanitation in general.
- To enable women and citizens in general to participate fully in identifying their problems, and planning, implementing, supervising and evaluating water and environmental sanitation projects, in order to have access to safe and clean water near to where they are.

- To issue policies and guidelines and coordinate the implementation of programmes and measures to ensure child survival.
- To provide special priority to industrial investors which manufacture children's equipment and food.
- To impose lower taxes on children equipment.
- To raise the incomes of parents and the community in general.

MEASURES TO PROMOTE CHILD PROTECTION

- To educate and mobilize parents, guardians, communities and institution to understand and prioritise the implementation of child rights.
- To revisit, review and abandon outdated laws. To pass appropriate laws and take strong action against violators of children's rights.
- To educate communities and employers to abide by laws governing employment so that they follow the rules and regulations in order to protect the interests of the children.
- To establish a system for following up cases of violence and cruelty to children.
- To establish a system of caring for children in difficult circumstances by identifying them and recognizing their needs, and by mobilizing and involving the community in providing services for them. Setting adequate resources for this purpose, providing them with expertise and services which cater for their needs as well as providing them with guidance and counselling.
- To establish a system for monitoring and following up the implementation of the convention on the rights of the child.
- To denounce, castigate and punish strongly all acts of rape, defilement and exploitation of children.

2.5 Actors in the field of children in Tanzania

- The Humuliza projects (Terre des Hommes - Switzerland Basel) in Kagera / Tanzania.
- REPSSI (Regional Psychosocial Support Initiative) exists to provide leadership, quality technical assistance and knowledge in psychosocial care and support for children and youth in communities affected by HIV and AIDS, poverty and conflict.
- Children's Home Msimbazi in Dar es Salaam.

3 Partners for children in Mbingu

3.1 Diocesan Congregation of the Franciscan Sisters of Charity of St. Francis (FSC)

(Source: status and objectives of FSC, constitution 2007)

FSC is a diocesan congregation which follows the life of brothers and sisters of secular Franciscan society.

"The consecrated life is a special gift for the church, and for us it is a gift of grace of the Holy Spirit whom we received with faith and love. In face of the church we bind ourselves with the vows to follow the evangelical council of chastity, evangelical poverty and obedience in a community life as our special way to follow Christ the Lord and groom of the church. We follow in the footsteps of St. Francis. Our vocation guides us according to the charisma of a congregation, in collaboration with the local church in the work of evangelisation and the love of God for all people.

According to this vocation, we shall be ready to do any work concerning religious instruction in schools and to take part in apostolic work in the parish. Franciscan love guides us to serve people in spiritual and physical need, our vocation in the church leads us to serve with love people with difficulties: poor people who are left by relatives, orphans, lepers, sick people and women struggling to improve their situation. According to our vocation and our context we are ready to accept any work which is in accordance to our situation, charisma and our apostolic life in the Church."

"We are living in a world of science and technology. We need to keep up with the times. The congregation has to prepare nuns who are better qualified to work in today's environment. We

aim at quality rather than quantity. Quality implies maturity. Thus our congregation has stopped seeking new recruits straight from among standard seven leavers (cf. p. 107 in: 75 years Baldegg Sisters, Capuchin Brothers in Tanzania). FSC carry out the following activities within and outside the diocese of Mahenge, which consists of Kilombero and Ulanga districts (two third of Switzerland) belonging to the Morogoro Region: Kindergarten, Health centres, Vocational Training schools, Conference Centres, Orphans Centres, Tillage services, Agriculture etc. FCS established the children's care centre, situated in Mbingu, to respond to the community request of caring the children in general of the ages from 0 up to 3 years.

3.2 Association Children's Village Mbingu (ACVM) (www.mbinguvillage.ch)

The Association Children's Village Mbingu is a non-profit and non-governmental charity organisation under the law of Canton Lucerne / Switzerland. It was founded in November 2005. According to the words of Hermann Gmeiner, founder of the SOS-Children's Villages, - "*I don't know how to help a child but to offer him a mother, brothers and sisters, a house and a village" - the Association has constructed six separate houses in Mbingu, Tanzania, arranged to form a children's village in order to accept children in need without any family member able and to care for them regardless of their religion or sex.*

4 Mbinguvillage Children's Village (Internal Child Care)

4.1 Situation and concept

The village is run by the Community of the Mahenge-Sisters. The Children's Village is located 60 km west of Ifakara in the district of Kilombero (Morogoro Region in Central Tanzania, East Africa). The railway line from Dar es Salaam to Zambia passes close to the village. Mbinguvillage is built on the properties of Laverna Convent nearby the hospital which belongs also to Laverna. The 6 houses of Mbinguvillage are built in the form of a circle and in the centre is the big playing hall. Each house has 3 bedrooms, 1 big room where we eat, work and live, 1 bathroom and 1 store. Additionally one more house is constructed differently and operates with another function. It is the location for the kitchen and the laundry. Right next to this house is a further small kitchen with fire places to ensure the meal preparation in case of lack of electricity. Behind the first house is a tower about 6 meters high with a water tank, which is filled by a solar pump. Here is also the drying area for the laundry. Agricultural activities include the elevation of chicken, goats and pigs. The chicken house and the pigs' stable are located nearby. Around the village there are plantations for vegetables - actually potatoes, eggplants and bitter tomatoes. Behind the second and the third house there is a banana plantation with 3500 banana trees. There is a big storehouse to store any kind of harvest.

Up to date there are 48 children living in different houses with 2 housemothers each. The children have therefore their own family house, where they sleep, eat breakfast and where they have their cupboards. But the daily life is mostly outside and all the children play together, eat together or play together in the yard or in the big play hall. Therefore the daily duties of a housemother is only in the night and in the morning limited on the own house, but during the day she helps where support is needed. Other employees as the cook and the laundress are doing their jobs, and at night there are 2 guards cooperating with those of the hospital.

Special children in need are generally accepted at the children's village through the intervention of their relatives or the social workers of the state. The responsibility remains in the hand of the children's relatives or the state organisation.

The children live in the atmosphere of a normal family together with a mother and other children. All daily duties are done like in a normal family. Up to 9 children live in one home unit. The mother, although not related to the children, is concerned with them and cares for them like a real mother. Mothers from Mbinguvillage are human beings who offer complete devotion to their children. They are the centre of the "family".

Mbinguvillage mothers have an assistant family aid, who generally is a well-experienced woman or

mother of the surrounding area. Network aid supports the home unit. Careful selection and preparation are essential for an application as a Mbinguvillage mother. The responsible sisters generally have completed higher education.

Boys and girls of different ages grow up in a home unit. Real siblings are not separated but live together in a family. The atmosphere in a home unit should be close to the one in a real family. The children experience their mother in her daily duties. Additionally the children have to fulfil their own duties in a certain way and according to their age. The house is a symbol of a new home for the children.

4.2 Applying procedures and daily life

The way to become a child of Mbinguvillage

A family member of the child in need – in most cases the responsible person – or the chairman of the village of a new born applies to Mbingu village for support for the baby. He confirms officially the orphan status of the child, in other words the death of the mother.

A report has to be made about the development of the child, about characteristics and about special education goals after being accepted for ECC. Balanced nutrition, health care and affection are the fundamental loads for a successful development of a child at the beginning.

Schooling for children over three years of age

The children older than three years attend either the nearby Kindergarten or FSC. There is soon a secondary school of FSC (day school, later boarding school) available for the children at Mbingu.

Food

Food for children is good and adequate. Once the children go back to their relatives they eat the same food. The purchase of food (if possible by big quantities) and the preparation on wood stove is most adequate.

Development of children

In the mornings children play with pencils and paper, during the afternoons the mothers give them some tasks, they try to execute accordingly. The language development is similar to the development of children in the surrounding villages.

Health education

Mortality through tropical diseases such as malaria and typhoid is high and often mask HIV, which is rampant in this area. These issues affect the children of Mbinguvillage and the local community. It is intended to launch a programme of health education at Mbingu, which involve the housemothers and which may be extended to the local community.

5. External Child Care (ECC)

5.1 Introduction

In 2012 the master plan of Mbingu Children's Village has been completed. The children's village has become a place to for shelter and to be able to provide care for up to 50 children in family houses each be running by housemothers.

The relief for the region by the children's village is significant; however the benefit for the children should not end at the borders of the village. To enlarge the range of aid for the children in need outside of the village in the neighbouring region, the structure of the village has been extended to an organizational structure based in Mbingu Children's Village with the same goal: to give relief to children in need, like new-borns suffering from lack of milk, having contagious diseases, serious mental or physical disabilities or suffering from severe traumas and so on.

For short term aid like providing milk powder in the early days after birth it is not always necessary to be integrated in the children's village. External Child Care (ECC) is one possible answer for this kind of problems.

ECC is more than social aid. Securing efficiency and economising means it has to be limited by setting strict conditions. To apply for External Care the child must have experienced a severe break in its development like having lost his mother and therefore no access for milk anymore. The child must have a responsible person in his environment and an adequate place to live. On the other hand there must be reasons which prevent the child to be transferred into a well-functioning system of the Mbingu Children's Village like having a contagious disease, a disability which demands a continuous one-to-one care not allowing integration without demanding excessive aid.

In Mbingu Children's Village, the program for caring external children started in 2012. By August in the same year 19 children got care outside of the village, while 28 children were living permanently there. The external children were mostly brought to the children's village once a month after being accepted. The intervention, that means registering of the child, interview with the responsible person, confirmation from the local leader of the child's home village and providing first aid.

5.2 What is External Child Care?

External Child Care (ECC) is both a program and an organisation. ECC acts like a children's home. It saves lives and gives relieve to the children in need, most orphans whose mother don't have survived after giving birth. Generally it means a short time intervention to feed the children. The difference to a the children's village is the presence of a responsible person from his community origin like the father or a grandmother who can provide appropriate care for the child if he gets the necessary secondary support like milk powder (and proper instruction to use it). Furthermore the child stays in his home-village. That means the organisation does not need a special building except a bureau for administration which goes with the one of the children's village. That's why the administration costs are extremely little (less than 5% of total costs). The external children don't receive permanent aid, but according to the organisation it they profit from a monthly check of their situation. As the external children are brought to the children's village, no care on the part from Mbingu Children's village for visits and transport of goods is needed. One more important source of expenditure is eliminated. ECC has different functions and different responses to each individual situation which can be classified from short term and frequent up to long term and rather rare interventions. It can be directed to babies, small children up to orphans in education. The common target is always the same: to achieve (relative) independence, i.e. getting independent of the specific need from independence of milk powder up to economic independence. This will be described later. On a higher level it is an organisation which interacts with others and is embedded in a larger environment, i.e. the social-cultural or economic environment i.e. the region and the state.

5.3 Steering External Child Care

Vision

Children in Tanzania affected by difficulties, e.g. loss of mother, poverty and conflicts giving access to stable, affectionate care and support by their relatives and families for the full and harmonious development of their personality.

Goal and objectives of ECC

The goal of the ECC is to support processes that save lives and to help and support the children outside of the Mbingu Children's Village, to improve their quality of life and to help them to reach their full potential and to sensitise the community and relatives of small children in difficulties to be willing and able to take care themselves of their children.

The objectives of the ECC are as follows:

New born and small children (orphans)

- to give new born and small children affected by difficulties e.g. loss of mother an adequate first aid support
- to offer support to the responsible person by all possible means
- to provide urgently needed material aid
- to attend regular monthly meetings
- to show solidarity to tackle a common difficult situation
- to support access to education

Children (orphans) with contagious diseases

- to prevent further spread of disease
- to help to tackle the situation and demonstrate solidarity
- giving social support to family and community of the child

Children (orphans) with mental or physical disabilities (handicap)

- to help to create an positive environment to the child and family
- to help to integrate in social life
- to help to develop useful abilities

Relatives (responsible person)

- to maintain strong feeling of responsibility for the care of the child
- to participate in education for the benefit of the child
- to be in regular monthly contact with ECC in Mbingu Children's Village and report the development of the child

5.4 Financial programme management

ECC has an own account in the administration of Mbinguvillage, one of the four which underlies the global budget.

Financial management and control

This is critical if the partners are to realise their objectives and maintain the trust of implementers and donors. The following practices are in place and maintained on a continuous and on-going basis.

- Quarterly accounting - All financial activities should be established monthly by the responsible persons of the partners.
- Yearly auditing - This should be carried out for MCV which includes ECC by auditors in Tanzania once a year. These inspections are comprehensive and involve periodically.

Reporting

- Quarterly finance reports and accounts on a spreadsheet and annual reports of audits.

5.5 Setting standards and monitoring External Child Care

A rigorous admission process is in the best interests of the child

- ECC should ensure that all possibilities of retaining children in their biological families or home communities have been explored and that the best possible solution for the child is reached.
- Admission procedures should involve all parties concerned and provide sufficient information to the responsible for the child.
- Relevant authorities and social workers must be knowledgeable of issues relating to child care and pertinent legislation.

A holistic approach to child care

- The responsible person for the child should provide affection, stability, safety and emotional support.
- ECC should meet the child's basic needs such as adequate housing, nutrition and health care.
- ECC should ensure that the child's full range of developmental needs are met, promoting physiological, psychological, intellectual, emotional, social and spiritual well-being.
- Children's diversity and individualities must be valued, particularly for vulnerable children such as those with disabilities or those from minority backgrounds.

Child protection

- Protecting children from abuse is particularly important for children in ECC.
- Harmful traditional practices must be properly addressed.

Staffing, training and support

- Staff – A qualified professional is responsible for the running of the External Child Care.
- Education – ECC includes formation. ECC will provide training and support to the responsible person for the child i.e. medical; dietary; childcare; health and hygiene; financial and project management.

Working in partnership with the relatives (responsible person)

- A sound three-way relationship between the child, his or her responsible person and ECC is crucial for the success of a child's development. In countries where social background and the extended family system are vital factors for the child's successful integration in society, the role of ECC is particularly challenged. ECC programmes must work closely together with the relatives.

Social and cultural identity and integration

- Traditional practices should be respected, insofar as the practices in question are not harmful or illegal.
- Children from minority backgrounds require special attention.
- Cultural and social integration should be a priority, involving continuous exchange with the community, the use of community services, and participation in the social and cultural life of the community.

Guidance and support

- ECC programmes should guarantee that the child receives appropriate support.
- Regular and careful assessment of the child's care situation and individual needs should be conducted.
- Provisions should be made for an adequate after-care process.
- Children and young people, particularly those with special needs, should be supported in the transition period towards independence with, for example, assistance with housing, employment, or further education.

5.6 Summary External Child Care

goal (what)	person (to whom)	condition (in state of)	frequency (when)	target (what for)	period (how long)	range (how many)
give relieve	orphans in need	suffering from contagious disease		to reach relative independence (referring to age)	short term (to reach target)	frequent min 75% of cases
offer support	orphans cared by a responsible person	having a mental or physical disability	on monthly basis	e.g. small orphans from milk powder e.g. young orphans from health problems	↓	↓
provide material aid	orphans integrated in the local community	recovering from severe trauma, illness, operation etc.		e.g. older orphans from illiteracy or social - economic aid	long term (to reach target)	rare max 10% of cases

6 Partnership Programme 2021 - 2025

6.1 Assumptions

This Partnership Programme bases itself on the following assumptions:

- FSC maintain frame and contributions that permit to carry on the collaborating.
- ACVM is able to raise funds.
- Good partnership relations and collaboration between FSC and ACVM.
- The political system and the law and order situation in Tanzania remain stable.

Should any of these assumptions not hold true, at least parts of the programme would be jeopardised.

6.2 Vision

Children in Tanzania affected by difficulties, e.g. loss of mother, poverty and conflicts access stable, affectionate care and support by their relatives and families for the full and harmonious development of their personality.

6.3 General goal and objectives

The goal of the partnership is:

- to continue the organisation and the functioning of the Children's Village Mbingu;
- to support processes to save lives and to help and support the children of the Mbingu Children's Village, to improve their quality of life and to help them to reach their full potential;
- to sensitise the community and relatives of small children in difficulties to be willing and able to take care themselves of their children.

The objectives of the Children's Village Mbingu are as follows:

New born and small children

- to give new born and small children affected by difficulties e.g. loss of mother below the age of three years a safe, clean and healthy place to live and a caring and loving environment in which to grow;
- to provide an education to realise their rights and integral development.

Relatives

- to maintain strong relationship with their relatives;
- to invite and, if necessary, put pressure on relatives to be in frequent contact and to care for their children.

Reinsertion

- to prepare the reinsertion of the child older than three years within her/his family;
- to find foster parents for abandoned children;
- to guarantee a home and school education for children who exceptionally can not be reintegrated either in their families or in foster families.

6.4 Values

The goal and the objectives of this Programme only can be achieved through changes in behaviour and attitudes that are value-based. The purpose is to address and overcome the causes of out-of-home children, rather than merely alleviate its symptoms. This calls for a shift in the Tanzanian values system towards a sustainable and equitable development rooted in self-respect, self-responsibility, solidarity and in the following values:

- Love and Compassion - Being present with people to listen to their concerns without judging them. Franciscan love guiding to serve people in spiritual and physical need, to serve with love people with difficulties: poor people who are left by relatives, orphans, lepers, sick people and women struggling to improve their situation.
- Faith - According to the vocation of FSC and their context, being ready to accept any work which is in accordance to their situation, charisma and their apostolic life in the Church.
- Empowerment - Believing in and encouraging people to develop their gifts and abilities. Strengthening people's capacity to determine their own values and priorities, and to organise themselves to act on these.
- Integrity - As individuals and as an organization, we are committed to the highest ethical standards. We value truthfulness, fairness and honesty in our internal and external relationships, communications and transactions.
- Collaboration - We value the collective wisdom that emerges when individuals work together as a team.
- Respect - We value civility in our oral and written communications, as well as in our interactions with one another and with our stakeholders.
- Accountability - We affirm our commitment to being accountable for the fulfilment of all duties and professional obligations associated with our positions.

6.5 Strategic guiding principles

Approaches

- We keep the children and their needs at the centre of our attention, while we address communities as a whole.
- We consistently search for the highest possible level of effectiveness.
- We endeavour to influence behaviour as a lever for change.
- In our interventions, we are process and learning oriented.

Actors

- We promote coalitions with other actors in the interest of the children.
- We support the government in all its roles that are conducive.
- We identify key actors, who are capable of changing the system and influencing policies, at both the local and the national level, and collaborate with them. This includes key persons and groups within public bodies.

6.6 Partnership

During the partnership we are guided by the following principles:

- We know who we are, and we are clear and transparent about our orientations, our interests, as well as our power.
- We approach and comprehend the partner in all aspects of her/his identity.
- We bear in mind the history of our relationship.
- We keep an eye on the context and the system and how it evolves.
- We are rooted in a spirit of sustainability, combining the promotion of autonomy and self-responsibility with the respect of others.
- We exercise ourselves in mutual trust, patience, openness and tolerance.
- We clearly state what we are ready to do, and what we aren't.

Once we have decided to depart from the contractual and financial dimensions of a partnership:

- We prepare ourselves to let go, as far as contract and finances are concerned.
- We talk with the partner about how the relationship will change.
- We prepare with the partner the ground for the time to follow.

6.7 Areas of intervention

With our small intervention, we will contribute over the next five years to the goal 2 of MKUKUTA:

“Improve survival, health and well-being of all children and women and especially vulnerable groups”

by the following interventions:

1. GROWTH IN COVER
 - Focus our attention on populations at risk in our rural area.
2. STRENGTHEN OURSELVES AS AN ORGANISATION
 - Balance the structures and functions so that the staffs do not feel overworked.
 - Have a team of qualified, well-trained staff committed to the programme.
 - Maintain ourselves serious and trustworthy through good organisation and discipline.
 - Develop an organisational culture based on results not activities.
 - Permanently exchange experiences with other organisations.
3. KEEP UP TO DATE WITH PUBLIC OPINION
 - Be a point of reference as an organisation supporting children and families at social risk.
 - Build ourselves up as an organisation that is recognised and identified as one that promotes, disseminates and defends children's and women's rights.
4. SUPPORT PEDAGOGIC AND SOCIAL RESEARCH
 - Be an organisation recognised for managing and implementing innovative pedagogic and social concepts.
 - Constantly be analysing the local reality as a context for research that gives feedback on our practices.
 - Be a source of support in rural zones so that other organisations can carry out their work effectively.

5. PROMOTE THE DEVELOPMENT OF THE FAMILIES AND COMMUNITIES
 - Respond to the needs of families at social risk.
 - Promote the communities participating in the programmes to be the protagonists of solving their problems, by being organised, independent and sustainable.
 - Have an influence on reflecting on and putting into practice quality and clear criteria that improve the children, families and women's living conditions.
 - Achieve mutual support from the community involved and the participants.
6. SUSTAIN A SOLID SOCIETY WITH THE SUPPORT OF THE STATE
 - Influence, as an organisation, in the public policies that benefit children below the age of 3, women and families.
 - Be seen and valued as strategic allies to enforce policies and strategies to attend to children, families and communities at social risk.
 - Try to have the state finance most of our programmes' expenses.
 - Take maximum advantage of the state services for the children, women and families participating.
7. SET UP STRONG ALLIANCES WITH OTHER ORGANISATIONS OR INSTITUTIONS
 - Find ways of working together and establish common objectives with other similar organisations or institutions mainly in Tanzania, showing ourselves to be an open and flexible organisation.
 - Coordinate (mediate) services and actions that benefit the participants and economise efforts and money for the programmes.
 - Share specific results with allied organisations and institutions for mutual learning.
8. STRENGTHEN OUR STAFF
 - Be a sensitive and humane organisation interested in the individual processes and situations of each staff member, safeguarding their physical, mental, affective and spiritual well-being.
 - Recognise the efforts of the staff quickly and in writing.
 - Promote permanent training of the staff on the focuses and strategies necessary to develop skills related to their work with children, adults and groups at social risk.
9. SUPPORT FSC
 - Contribute to fulfilling the objectives, which FSC is committed to at the global level.
 - Consolidate the approach to the child programmes, which can be used as a model to be replicated and disseminated within the country.

6.8 Financial programme management

Analysis of the situation

The level of annual disbursements for functioning is planned to reach CHF 48 mio Tsh over the coming years and then to stabilise around this figure.

Funds are a scarce resource and accountability is an important value in development work. Sound financial management, needs therefore increased attention.

In Tanzania, there are no prescribed standards of accounting for the NGO sector, and, statutorily, NGOs are not obliged to disclose the complete financial information regarding their functioning. Audit processes are mainly donor driven and tend to promote the fragmentation of the organisation's financial system.

Within our partnership more efforts are to be undertaken to fully integrate financial steering and management into operational work.

Objectives followed

- Build up and maintain a high level of financial management competence amongst staff.
- Share values of financial accountability and transparency.
- Develop lean and effective financial management and controlling systems as dimensions of a successful and sustainable development.

Guiding principles

- Be learning-oriented; promote ownership and a sense of self-control and responsibility in financial management systems.
- Promote a common financial system catering to the needs of the partner, as well as of the providers of funds.
- Integrate and articulate internal and external control systems.
- Ensure the optimum use of resources.
- Use external audit processes as chances to create awareness for possible solutions and learning opportunities.

Financial management and control

This is critical if the partners are to realise their objectives and maintain the trust of implementers and donors. The following practices are in place and maintained on a continuous and on-going basis.

- Yearly Budgeting - Establishing a reliable budget agreed by both the partners.
- Bookkeeping - Accountant system with a spreadsheet by which the responsible people of both the partners can monitor at any moment the financial activity in Tanzania and partner from donor countries.
- All financial activities should be established quarterly by the responsible persons of the partners.
- Yearly Auditing - This should be carried out by auditors in Tanzania once a year. These inspections are comprehensive and involve periodically checking of:
 - The accounts system, records and receipts.
 - The bank account records.
 - Activities of responsible staff.
 - Performance and integrity of staff.
 - Stores procedures.
 - Stock control records.
- Yearly Monitoring of present partnership programme - Once a year a common meeting makes the point of the present programme.
- A part of the finances are to be used as reserve for construction and maintenance.

Reporting

- Financial - Quarterly reports and accounts and annual reports of audits.
- Monthly statistics to the Social Welfare and Probation Division in Ifakara following the children's Homes Act No 4 of 1968.
- Children's Health Development - Monthly monitoring of the health status of the children takes place in Mbingu Public Hospital. Emergencies are taken into charge by the doctor of the FSC dispensary. Young children (less than 18 months) are HIV checked six times a year.
- A database containing the particulars and photograph of each child is built. This is maintained based on regular updates on the health and educational progress of each child supplied by the staff in Mbingu. From this a quarterly progress report will be written. Separate reporting arrangements will be made if requested by the sponsors.

Staffing, training and support

- Staff – A qualified professional is responsible for the overall running of the Children's Village and the welfare of the children. A trained nurse assists her together with other mothers and for support staff.
- Training – An experienced staff will provide training and support to their colleagues i.e. medical; dietary; childcare; health and hygiene; financial and project management; computing. Exchanges with similar institutions should be implemented on a regular basis.
- Volunteers may be recruited as additional manpower for (in general) not less than six months. Their reports are destined to both of the partners. As a connecting link volunteers generally help to show the actual situation in Mbinguvillage and boost therefore the concern for the children in need.

Funding and sponsorship

Marketing and advertising will be aimed at attracting four types of funding:

- Donations - One off payments, which can be used to fund projects. This will be achieved by the Association approaching individual people or businesses.
- Mbinguvillage Children's Sponsorship - It is intended that a number of sponsorships will support the Village as a whole - a part of the aid will be allocated to the orphans and the others will be allocated to the External Child Care. Individual sponsorship only for children who stay longer in the village (for the running costs).
- Mbinguvillage unpersonal Sponsorship - Donors can sponsor the village as an organisation on a regular basis.

6.9 Steering the Partnership Programme from 2021 to 2025

The major objectives and important themes for the next five years are as follows:

Energy independence

A first step in direction of energy independence of the children's village has been done by the implementation of a solar pump and solar light as well as three solar heaters. To become a model for a sustainable development, efforts should be done to promote energy gaining technology not only to protect environment but also to do economic efforts

Self-reliance

Development to give more momentum to agricultural activities as a means of income generation should be further undertaken as Mbingu has a great potential of land. Important efforts have been also supported by the volunteers' presence and contribution.

Professional administration

Modern administration should be based on virtual modelling by computer applications for the creation of reports, accountancy and communication as well as for the reduction of paper production.

Education of employees

A good understanding of child's needs is essential to reach the next higher level of standard of living for the children and their responsible housemothers as well as other employees. Instead of long lasting individual formation the advantage of short seminars or common weekends with courses should further be organised. This is to get more efficiency and to save means of the social funds.

External Child Care (ECC)

The experiences of the last period of the Partnership programme can help to improve the efficiency of the wide range of ECC. In this sector we should try to create a network of people to tackle the social challenge in the local society. Local forms of organisation in cooperation with the children's village should be strengthened.

Operational Budget

7 Beyond 2025

A common assessment of the partnership programme should take place before 2025 in order to determine the follow-up programme.

8 Literature

Richard Gerster, Afrikas verwaiste Generationen. Wie Kinder von Aidsopfern eine Zukunft erhalten. orell füssli Verlag AG, Zürich. 2012